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# STRATEGIC DIRECTIONS

1985

Strategic Policy  
Committee



Ministry of  
Transportation and  
Communications

published by:



Ontario

Ministry of  
Transportation and  
Communications

Honourable George R. McCague, Minister  
Harold Gilbert, Deputy Minister

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**Ministry of  
Transportation and  
Communications**

**Office of the Deputy Minister**

March 6, 1985

Ten years ago, I initiated a study which resulted in the strategic planning process that is in place today. The process has been refined over the years, and I am most satisfied with its progress and the way it has served the ministry. As chief executive officer of this large, diverse organization, it has made my job easier and more effective. I would like to thank the people from all programs and regions whose work ensures the success of this annual process.

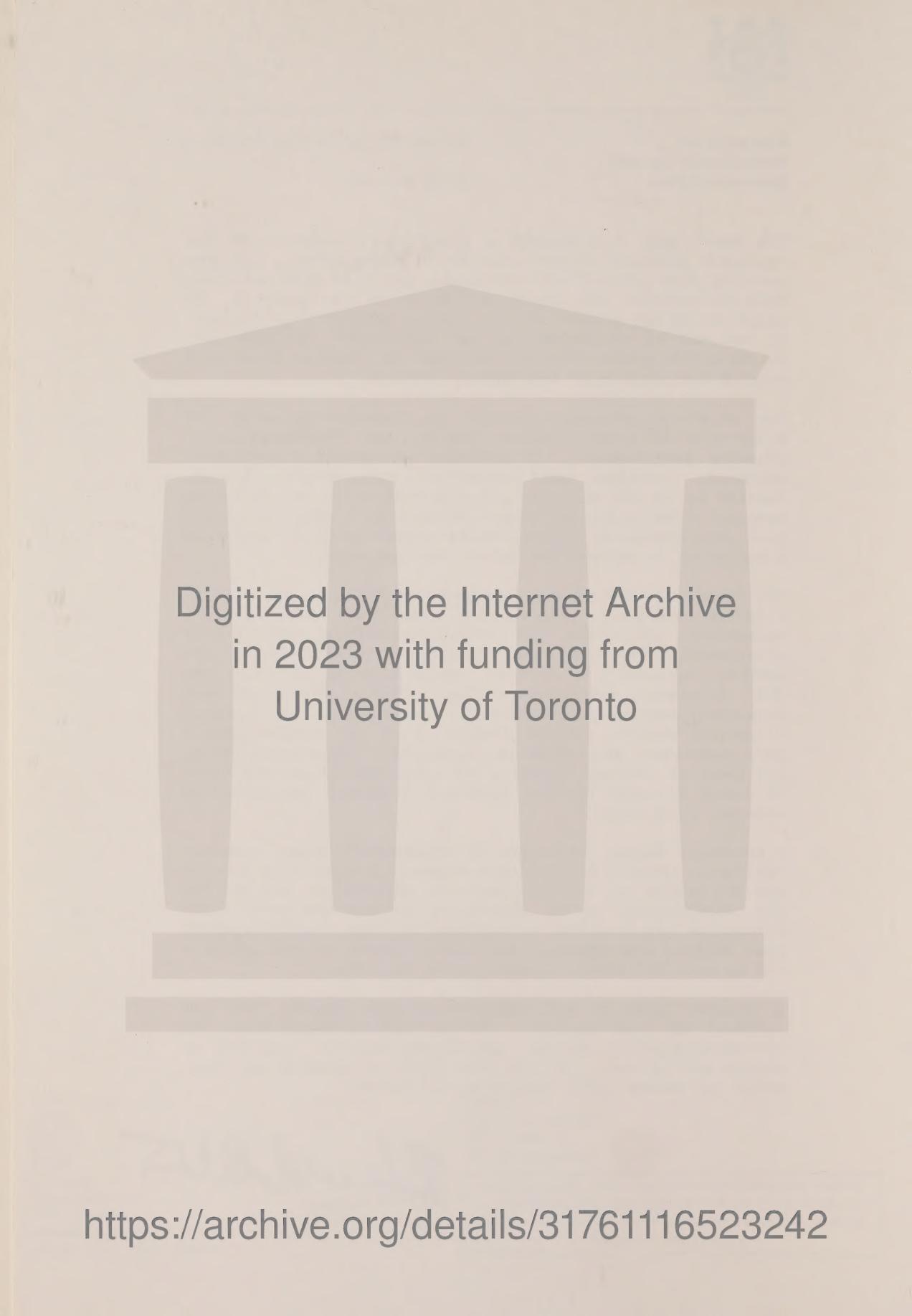
The strategic planning process is intended to make the ministry's policies forward looking and responsive to a changing environment. It includes assessment of external outlooks, positions and prospects, and emerging issues, leading up to the strategy planning session at which senior managers develop the strategic directions. Some directions call for immediate action, while others require long-term commitments to achieve the intentions expressed.

The format for the Strategic Directions document has changed slightly this year. Again, Part I outlines the ministry's management philosophy and processes within the Ontario government. Changing from previous formats, Outlooks are covered separately in Part II, while Part III contains the 1985 Strategic Directions. Last year's directions and consequent actions are outlined in the appendix. This year's directions address several issues, which are divided simply into management and corporate categories. Management issues are those of internal concern, and corporate issues are those of broad ministry concern involving products, services, or external relations.

I encourage anyone interested in transportation and communications in Ontario to read this report. I especially encourage MTC people to read the document, discuss it, and analyze the relationships of the directions to your own work. The directions are intended to maintain the high quality systems that support the economic and social health of the province and to make MTC itself a better place to work.

I welcome comments and feedback on the process and the contents of this report. It is my intention that the strategic planning process and directions will continue to evolve and improve. If you have ideas or comments on them, would you please bring them to my attention.

  
Harold Gilbert  
Deputy Minister



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#### LAST YEAR'S DIRECTIONS



***PART I***

***MANAGEMENT  
PHILOSOPHY  
AND PROCESS***



## The Ministry

The Ministry of Transportation and Communications (MTC) has a staff of about 8,700 individuals, with diverse backgrounds, cultures and lifestyles and located in all areas of the province. The skills, values, and commitment of these people are the strength of the ministry.

Today's ministry is the result of the 1971 amalgamation of the former Department of Highways and Department of Transport. The new ministry assumed responsibility for provincial interests in all transportation modes and the entire communications field. MTC has developed a comprehensive policy development and planning process, which enables the ministry to address the province's total transportation and communications needs.

The mobility of people, goods and information is fundamental to the standard of living enjoyed by Ontario residents. To ensure mobility, MTC carries out direct program delivery activities and funds municipal roads and transit through subsidy transfer payments. As well, the ministry also licenses drivers and vehicles and regulates the trucking industry. The ministry attempts to influence the policies of other jurisdictions with responsibilities for transportation and communications. Examples are found in the air, rail and marine offices and activities of the communications division.

International trade is very important to the economic health of Canada and Ontario. Major foreign contracts have been undertaken by the Urban Transportation Development Corporation (UTDC). Also at the international level, discussions have been held with a number of foreign countries to identify how MTC's transportation planning and management expertise can best support the

government's economic objectives. MTC has an important role to play in government-to-government relations and as a link between Ontario industries and other countries.

The ministry utilizes the private contracting industry to implement the highway construction program and in part for highway maintenance. MTC also assists specific client groups such as the shippers and carriers of goods; the automotive, intercity bus, and telecommunications industries; and all parties involved with the provision of air, rail, marine and public transit services. MTC supports the private sector through participation on government/industry councils and provision of a single point of contact for client industries in their dealings with the provincial government.

MTC strives to maintain a good relationship with the public through effective, two-way communications and a sensitivity to changing attitudes, values, and needs. At every stage of program development, MTC provides information, and public input is sought and considered. This is obtained through direct public participation activities, dialogue with municipal officials, and input by elected representatives in the Ontario government.

## Mandate and Mission

The **MANDATE** statement (below) defines the specific areas of responsibility which the Government of Ontario has assigned to MTC.

**TO BE THE PROVINCIAL PRESENCE IN TRANSPORTATION AND COMMUNICATIONS; PROVIDE THE FOCAL POINT FOR THE IDENTIFICATION OF THE TRANSPORTATION AND COMMUNICATIONS NEEDS OF THE PEOPLE OF ONTARIO; AND SATISFY THEM THROUGH THE USE OF ROAD, RAIL, TRANSIT, AIR, WATER, PIPELINE AND COMMUNICATIONS SYSTEMS AND SERVICES IN ACCORDANCE WITH THE PREVAILING OBJECTIVES OF THE GOVERNMENT OF ONTARIO.**

The mandate statement is a distillation of the broad directions given to MTC in the Speech from the Throne of March 30, 1971, which included:

"...DEVELOP AND EMPLOY WAYS TO MOVE LARGE NUMBERS OF PEOPLE AND GOODS AND STIMULATE THE ECONOMIC GROWTH OF THE PROVINCE..."

"...CREATE FUNCTIONAL, INTEGRATED AND BALANCED TRANSPORTATION SYSTEMS..."

"...INTEGRATE ROAD, RAIL, AIR AND WATER SERVICES THROUGHOUT THE PROVINCE..."

"...GIVE SPECIAL EMPHASIS TO THE TOTAL TRANSPORTATION SYSTEMS OF THE LARGER CITIES AND THEIR SURROUNDING COMMUTER AREAS..."

"...DEVELOP A TELECOMMUNICATIONS POLICY FOR ONTARIO WHICH WILL ENSURE THAT THE INTERESTS OF THE PEOPLE ARE FULLY REPRESENTED."

The **MISSION** statement is a declaration of the action required to fulfill the ministry's mandate.

**TO ACHIEVE MOBILITY OF PEOPLE, GOODS AND INFORMATION IN ONTARIO BY ASSURING ACCESS TO TRANSPORTATION AND COMMUNICATIONS SYSTEMS AND SERVICES WHICH CONTRIBUTE TO ECONOMIC GROWTH AND ARE SAFE, DEPENDABLE, EFFECTIVE, EFFICIENT, AND ENVIRONMENTALLY ACCEPTABLE.**

The primary focus is on mobility as the basic rationale for MTC's programs. All ministry activities, in both transportation and communications, relate to enhancing, channeling or controlling the movement of people, goods and information.

The second focus is on activities MTC undertakes to contribute to the economic growth and well-being of the province.

# Objectives

Five objectives have been defined to address MTC's mission and to establish the boundaries within which programs are to be conducted.

**1. TO ENSURE THAT A REASONABLE CHOICE OF TRANSPORTATION AND COMMUNICATIONS SERVICES EXISTS FOR THE MOBILITY OF PEOPLE, GOODS AND INFORMATION, WITHIN ONTARIO AND BETWEEN ONTARIO AND OTHER JURISDICTIONS.**

Mobility requires the provision of transportation and communications networks as well as reasonable access and choice of services for the people of Ontario. MTC facilitates coordination among the various modes and services to achieve integrated transportation and communications systems in Ontario, while recognizing the need for healthy competition among the providers of such services.

Transportation and communications services are basic to the social, cultural and economic well-being of the province. These services should be available to all communities and residents, with due consideration of the practical limitations facing the government and the private sector.

**2. TO PRESERVE THE PUBLIC AND PRIVATE TRANSPORTATION AND COMMUNICATIONS SYSTEMS ESSENTIAL TO ONTARIO, NOW AND FOR THE FUTURE.**

Major public and private investments have been made for transportation and communications services and facilities throughout the province. It is in the public interest that the existing infrastructure and services not be allowed to deteriorate. Therefore, preservation of the infrastructure is a major priority.

However, MTC also recognizes the need to upgrade facilities and services that support community and resource development, which are vital to the future economic well-being of the province.

**3. TO PROMOTE SAFETY, EFFECTIVENESS, EFFICIENCY, ENVIRONMENTAL ACCEPTABILITY AND ENERGY CONSERVATION IN ALL MODES OF TRANSPORTATION AND COMMUNICATIONS SERVICES OPERATING IN THE PROVINCE.**

The above are all desirable characteristics of transportation and communications services. Highway safety is MTC's direct responsibility and the ministry coordinates government programs in this area. Effectiveness and efficiency produce dependable services at reasonable cost. Energy conservation and substitution are important given transportation's reliance on petroleum-based energy.

**4. TO CONTRIBUTE TO ECONOMIC GROWTH WITHIN ONTARIO AND CANADA BY IDENTIFYING AND RESPONDING TO OPPORTUNITIES IN THE AREAS OF TRANSPORTATION AND COMMUNICATIONS SERVICES.**

The services provided through MTC enable the systems' users to achieve the mobility of people, goods and information necessary for a strong economy within Ontario and Canada. The products and services supplied by the ministry establish the foundation upon which the private sector can create opportunities for increased investment and long-term job creation.

Development of MTC programs includes an awareness of the industrial environment and the development and

promotion of opportunities which advance Canadian technology. MTC works with client industries to influence productivity improvements and actively encourages firms to take advantage of foreign trade opportunities.

The ministry also cooperates with agencies such as UTDC, the Ontario International Corporation, the IDEA Corporation, the Ontario Economic Council, the Board of Industrial Leadership and Development, federal departments and agencies, to promote economic growth in Ontario.

**5. TO MAINTAIN EFFECTIVE TWO-WAY COMMUNICATIONS WITH THE PUBLIC AND TO ENSURE THAT THE TRANSPORTATION AND COMMUNICATIONS EXPECTATIONS AND ASPIRATIONS OF VARIOUS SEGMENTS OF ONTARIO SOCIETY ARE IDENTIFIED AND RECONCILED WITHIN THE FRAMEWORK OF GOVERNMENT POLICIES AND PROGRAMS.**

MTC has the responsibility of ensuring the wishes of the people of Ontario, as expressed through the provincial government, are included in the development of MTC's comprehensive policies, systems and services. Furthermore, MTC has the responsibility to be sensitive to the changing environment in developing its policies and programs and to articulate clearly the provincial interests in all transportation and communications issues.

# Principles

## MANAGEMENT PRINCIPLES

The objective of MTC's management principles is to ensure MTC properly discharges its duties as custodian of the public's trust. Many of these responsibilities were dealt with in the previous section. However, several elements are worthy of further mention here.

MTC staff must adhere to the highest standards of conduct and integrity, and accept accountability for their actions. Staff must contribute to government decision-making by ensuring all opportunities, threats, strengths and weaknesses in their areas of responsibility are identified and placed before the government, regardless of which level of government has the specific jurisdictional responsibility.

MTC staff must also cooperate with other ministries, governments, and the private sector to achieve effectiveness in the total transportation and communications systems.

Finally, to maintain a strong, lean, results-oriented ministry, all activities must be conducted in a manner which is effective, efficient and economical. Thus, the skills and resources available at MTC must be fully utilized to increase internal productivity and to benefit client groups.

Staff who are given challenging work and an opportunity to become involved will achieve greater productivity with increased job satisfaction as an added benefit.

Managers must develop confidence in their staff by delegating appropriate authority and by encouraging and reinforcing staff for work well done. A spirit of teamwork and cooperation should be fostered along with equity, honesty, openness, and a sensitivity to the varied cultures and lifestyles of MTC staff.

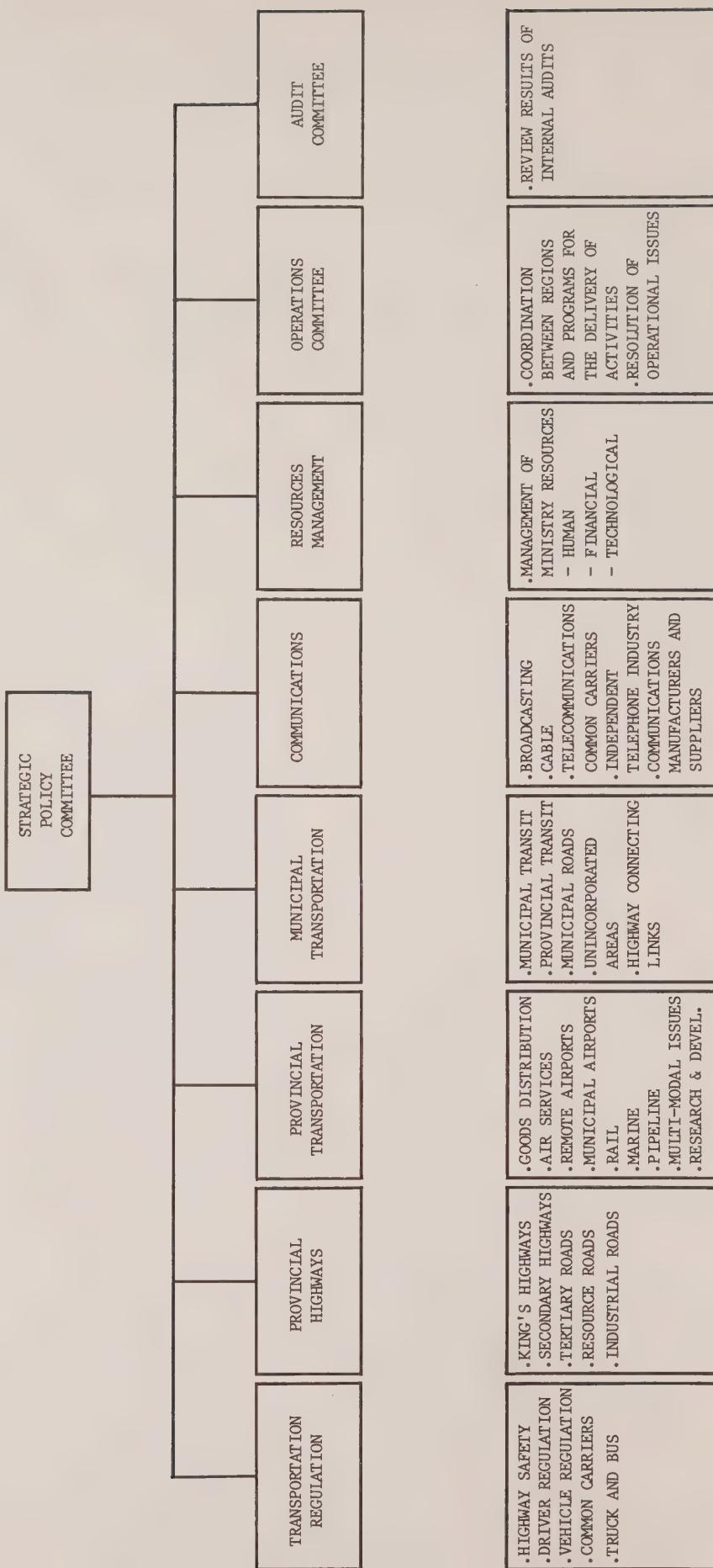
Managers must also recognize that people are a key provincial resource and that development of their staff is beneficial to the individual, to MTC, and to the Ontario government.

MTC people must be innovative and take personal initiative to achieve self-development and improvement. There will continue to be heavy demands on financial resources and MTC will continue to move from a technical to a management-oriented organization. These pressures require people to be flexible in their job and career expectations. For example, lateral moves will provide an opportunity to acquire and apply broader knowledge and new skills, important assets in the MTC of today and tomorrow.

## HUMAN RESOURCE PRINCIPLES

MTC's human resource principles are intended to create an environment in which both ministry and personal objectives may be accomplished. To this end, MTC recognizes that people want to participate in the process, and they want to feel that they are making a contribution. They must have a safe and healthy work place.

## MTC CORPORATE COMMITTEE STRUCTURE



# Management Structure

In 1975, MTC adopted the present matrix management style that involves a program and committee structure which cuts horizontally across the line organization. This flexible matrix arrangement provides for strong corporate leadership, coordinated policy development in resources management and program planning, and effective delivery of products and services through the line organization.

## STRATEGIC POLICY COMMITTEE (SPC)

This corporate committee has the overall responsibility within the ministry for policy planning and strategic direction. The strategic policy committee provides policy advice to the minister and government with respect to MTC's overall mandate, makes corporate decisions, and carries out strategic planning to achieve ministry objectives. Membership includes the minister, his parliamentary assistant, the deputy minister, and eight senior executives.

The five program committees, a resources management committee (RMC), an operations committee, and an audit committee are sub-committees of SPC (see chart on opposite page). These committees are responsible to SPC for the effective management of ministry programs and the efficient and effective use of the resources available to the ministry.

## PROGRAM COMMITTEES

The program committees provide a link between corporate objectives and strategies, and operational plans. Each program committee is chaired by a member of SPC with membership including executives from other areas of the ministry to facilitate

coordination and provide a broad corporate perspective.

Each program committee has received direction from SPC through the following mission statements:

### **Provincial Highways Program**

*To provide and maintain a provincial highway system which will satisfy the mobility, economic, energy conservation, social and institutional needs of the people of Ontario and promote the objectives of government.*

### **Transportation Regulation Program**

*To influence, through regulation and education, the qualifications and performance of the users of the highway transportation system and services in a manner which will enhance highway safety, the mobility of goods, the mobility of people, and support the prevailing objectives of the ministry and the Ontario government.*

### **Communications Program**

*To promote the interests of Ontario users of communications systems and services, facilitate the mobility of information and contribute to the strength of the communications networks in Ontario in order to further the economic and social well-being of the people of Ontario.*

### **Provincial Transportation Program**

*To promote and coordinate the inter-urban mobility of people and goods by the integrated use of all transportation modes operating and serving in Ontario and to points beyond the province.*

### **Municipal Transportation Program**

**To provide for the mobility of people and goods at the local, regional and inter-regional levels through coordination and support of the transportation infrastructure and services supplied by local and provincial authorities.**

### **RESOURCES MANAGEMENT COMMITTEE (RMC)**

This committee is chaired by the assistant deputy minister, finance and administration, and includes all members of SPC except the minister, his parliamentary assistant, and deputy minister. It also includes MTC directors responsible for human resources, financial planning, and management improvement.

RMC has the basic responsibility to ensure the effective and efficient utilization of the human, financial and technological resources entrusted to the ministry in order to fulfill its mandate. RMC has human resources, technology advisory, and finance sub-committees.

### **OPERATIONS COMMITTEE**

The operations committee is composed of the five regional directors, having primary responsibility for program delivery. This committee meets on a regular basis to review and discuss matters related to this program delivery responsibility. It maintains direct linkages with SPC members to resolve the program delivery aspects of issues related to the various programs. It promotes a province-wide consistency in the application of ministry policies and ensures that issues identified at the "front line" are quickly brought to the attention of senior executives.

### **AUDIT COMMITTEE**

The audit committee is chaired by the deputy minister and includes all members of SPC except the minister and his parliamentary assistant. This committee reviews the results and recommendations from internal ministry audit reports and responds to comments from the provincial auditor on ministry operations and procedures. The director of the audit branch attends these meetings.

### **THE LINE ORGANIZATION**

A chart showing MTC's formal line organization is included in the back cover pocket of this document. Head office is responsible for policy and program development and control, while the responsibility for delivery of MTC's products and services rests with five regional offices and their related districts. The regional directors also represent the ministry within their geographic areas.

A fundamental principle of ministry management is the decentralization of program delivery to the regions, with regional directors responsible to the appropriate head office program manager for the delivery of each program in their area. This continues to be the most feasible method for satisfying the transportation and communications requirements of Ontario residents.

# Strategic Planning Process

MTC faces change in all areas including the economy, technology, and social values. Successful management of change requires MTC to anticipate important long-term issues, assess potential impacts, and develop appropriate strategies to respond. This is undertaken on an annual basis to ensure significant changes are detected early and that appropriate changes are incorporated into the planning for the programs.

The chart on the next page shows MTC's formal strategic planning process, which is coordinated by the ministry's strategic policy secretariat (SPS). This process provides for systematic and continuous reconsideration of MTC's objectives, policies, and future direction. The process is also intended to develop a common sense of mission and direction.

## OUTLOOKS

The outlooks office monitors social, economic, political, and technological developments in the external environment to identify emerging issues and future directions in government, the private sector, and society in general. Presentations are made throughout the year primarily to SPC and, in addition, the outlooks office organizes meetings and conferences during the year to provide SPC with a broad range of external perspectives on key issues.

Each program also conducts outlooks sessions for their specific area of interest and invites participation from client industries, other government agencies, academics, and representatives of the public.

## POSITION AND PROSPECTS (P&P)

Each program committee prepares a P&P document to provide an assessment of

program activities, a status report, the identification of major issues, and proposed alternative strategies. Decisions about some specific proposals are made by SPC at the presentation of the P&P document.

In addition to outlooks, other inputs to the P&P include a review of the program mission and objectives; consideration of issues and strategies from the previous planning cycle; and direct feedback from sub-programs and the regional delivery organization.

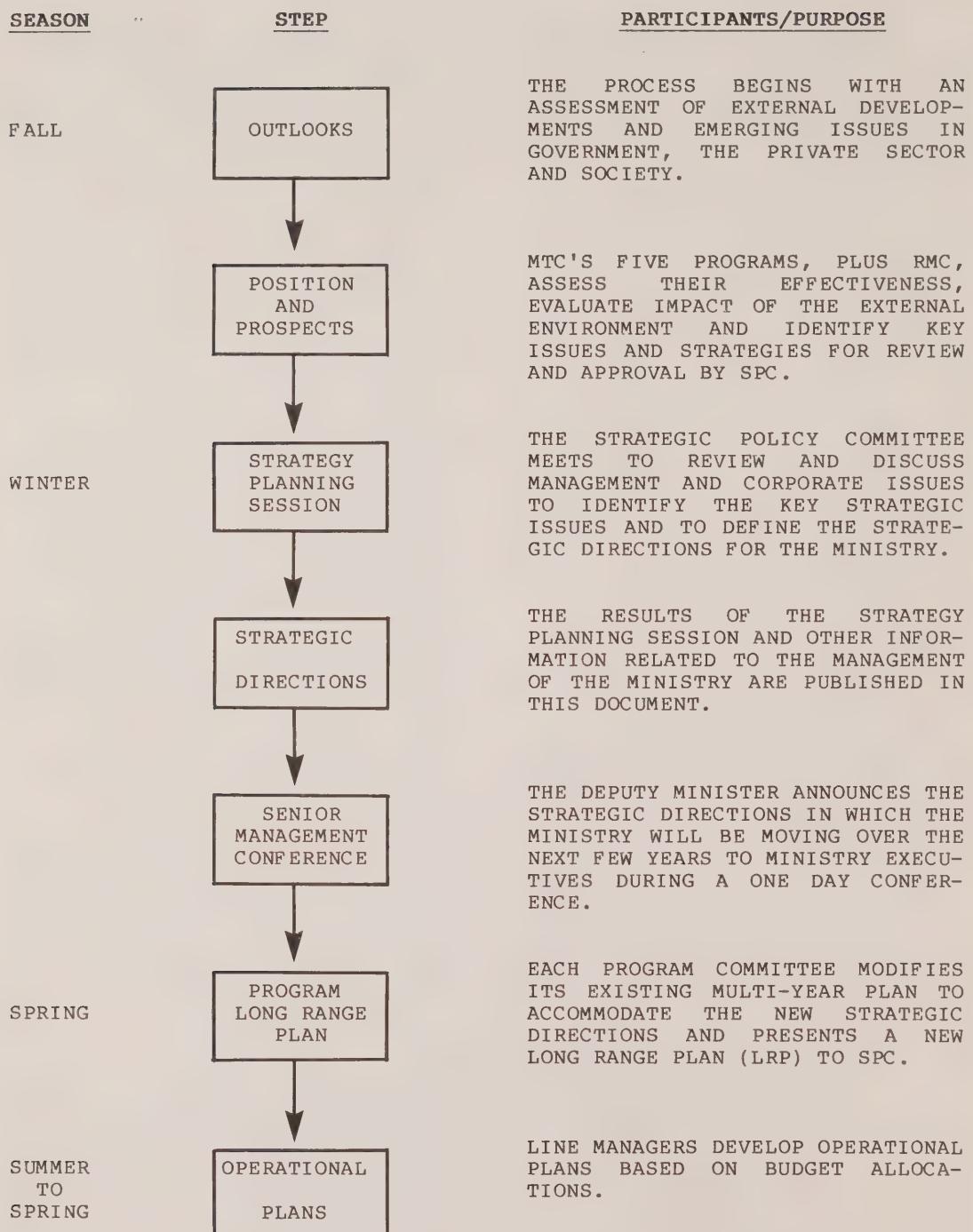
The assessment component of the program P&P is based on the management-by-results (MBR) approach adopted by the provincial government for all ministries. This approach to evaluation focuses on results and helps to ensure accountability at all levels within the organization. MBR is used for the performance measurement of delivery functions as well as the higher level assessment of program effectiveness.

## STRATEGY PLANNING AND STRATEGIC DIRECTIONS

SPC conducts a strategy planning session, usually in January, to determine corporate issues and strategic directions. In this session, SPC reviews the ministry mandate and mission, corporate objectives, principles, and policies and determines if changes are needed.

Input for this strategy planning session is provided by an outlooks summary, the program P&Ps, and other external information summarized by SPS. Outputs from this session include a decisions package developed for the guidance of the program committees and the background data and information for the preparation of the Strategic Directions document.

## MTC STRATEGIC PLANNING PROCESS



#### SENIOR MANAGEMENT CONFERENCES

Each spring, upon completion of the Strategic Directions, all MTC's senior executives attend a senior management conference. The purpose of this conference is for the deputy minister to introduce the strategic directions that will be of concern to the ministry's senior managers. At the conference, senior executives have the opportunity to question the members of SPC on the deliberations of the committee and the reasons for the selection of particular issues and strategies.

A second senior management conference is held in the fall. At the fall conference, program chairmen report on the actions that have been achieved in moving toward the defined strategic objectives. This accountability session also provides an opportunity for program chairmen to highlight their accomplishments.

Performance indicators for products and services are also included. Guidance for the preparation of operational plans is provided through the program long range plans and the available financial resources.

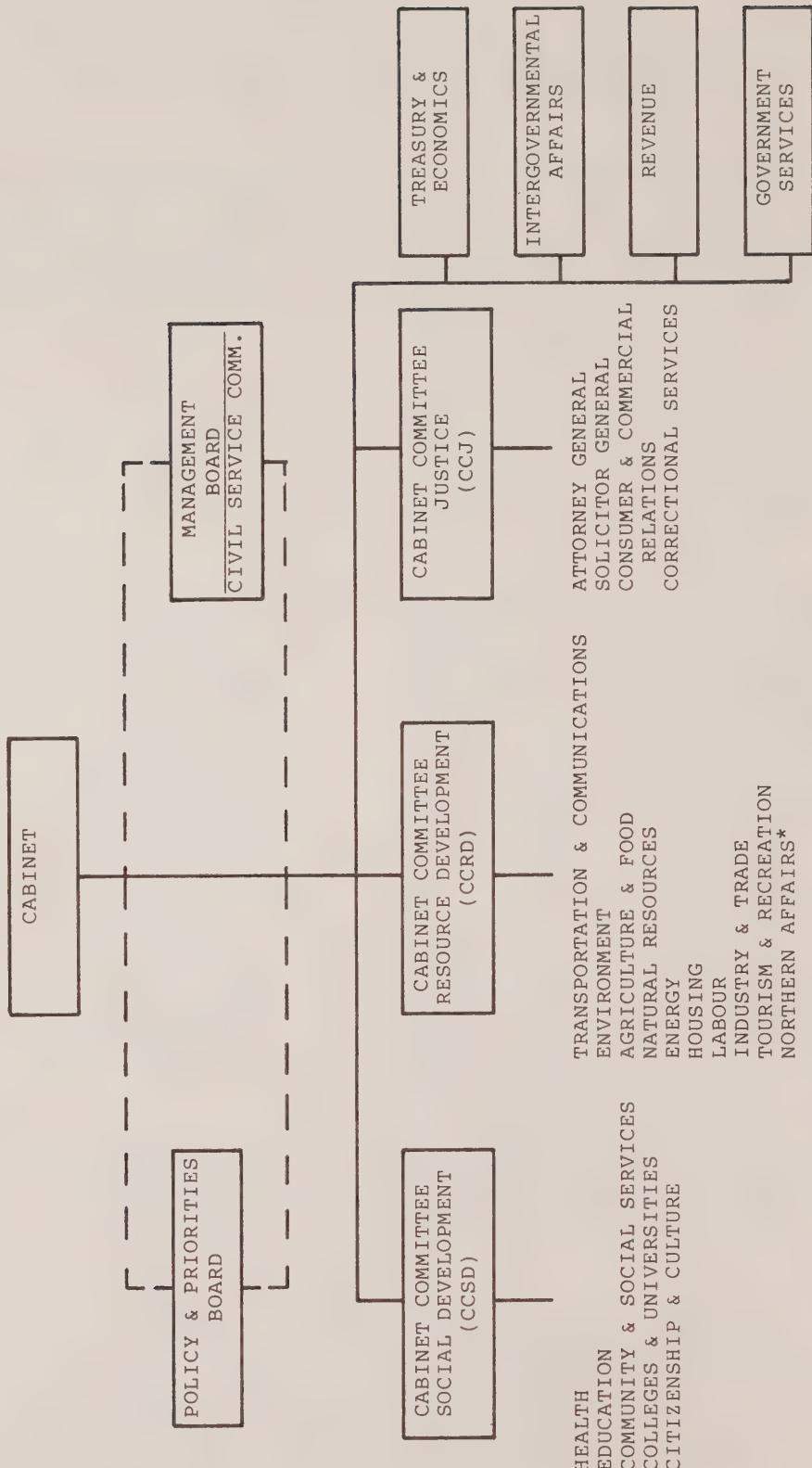
#### PROGRAM LONG RANGE PLAN (LRP)

After receiving corporate direction from the strategy planning session, each program committee is in a position to update the program long range plan. The LRP includes approved strategies and an outline of ongoing activities and information on new program initiatives. It is based on a multi-year forecast of financial and human resource requirements to accomplish the strategic directions. The LRP is presented to SPC.

#### OPERATIONAL PLANS

Line managers are responsible for developing operational plans for delivery activities. These plans contain details of resource requirements, assessment criteria, and statements of expected results.

## POLICY DEVELOPMENT PROCESS



\*Northern Affairs is represented at the staff level on CCSD and CCJ.

## Government Policy Development

As indicated earlier, SPC is MTC's senior corporate committee with overall responsibility for policy planning. Once a policy submission has been approved by SPC, it is often also necessary to obtain cabinet approval. Cabinet approval is required for new services, extension or reduction of existing services, or for policy changes that would have government-wide implications.

Before a policy submission is presented to cabinet, it must first be reviewed by at least one of the policy field cabinet committees. As shown on the chart opposite, MTC is in the resources policy field and, therefore, submits policy proposals through the Cabinet Committee on Resources Development (CCRD). In addition, if a policy proposal has wider implications, it will also be submitted to other policy field cabinet committees. For example, proposals dealing with transportation for disabled persons would be submitted to the Cabinet Committee on Social Development (CCSD). Similarly, the proposal to include photo on driver's licences was submitted to the Cabinet Committee on Justice (CCJ) because of the judicial implications.

Management Board is the agent of cabinet responsible for ensuring that the government's programs are managed appropriately. A separate Management Board submission is often required to allow the board to comment on financial and administrative implications. In these cases, when the policy proposal is submitted for cabinet approval, it is accompanied by recommendations from both Management Board and the appropriate policy field cabinet committee.

Policy and Priorities (P&P) Board, chaired by the premier, is responsible for coordination of the

government's financial allocation process and for making preliminary and final recommendations on policy field and ministry allocations. Among its other responsibilities, P&P Board also deals with issues that cross policy fields, with policy issues brought forward by ministries that do not have a policy field, and with issues referred to it by cabinet or another policy field. For example, Management Board may request policy clarification in order to assist in determining appropriate funding.

The Ministries of Treasury and Economics, Intergovernmental Affairs, Revenue, and Government Services are not part of a policy field because their policies, programs and activities impact upon all ministries. The ministers responsible for these ministries are members of either P&P Board or Management Board which affords an opportunity for their contribution to policy formulation.

The Ministry of Treasury and Economics occupies a special place in the government structure because of its particular responsibility for establishing the fiscal framework for government activities. It should be noted that, as part of its responsibilities, Treasury and Economics staff work closely with the Management Board Secretariat in the annual resource allocation process.

Finally, coordination of policy and program activities in specific areas is often the responsibility of cabinet coordinating committees, which involve ministers whose responsibilities touch upon a specific area or client group. Examples of such special cabinet coordinating committees are those addressing legislation, regulation, native affairs, federal/provincial relations, and BILD.



*PART II*  
*OUTLOOKS*



## Introduction

The outlooks material serves to highlight emerging trends which may well affect the environment in which the ministry operates. In a departure from last year's format, outlooks and trends will not be discussed in conjunction with each specific management and corporate strategic issue. This year's outlooks information is presented as a separate section in the Strategic Directions. This approach should allow greater latitude in developing a broader range of outlooks for consideration.

The five main outlooks categories presented in this section are:

- social;
- institutional;
- technological;
- economic; and
- environmental.

While each area is discussed separately for the purpose of presentation, they are interrelated and interdependent and should be considered in that context. The bulk of the material came from a number of sources (see page 22) which included public opinion polls, opinion leader surveys, newspaper content analysis, research and studies by interested institutions and leading futurists.

This section sets out the external context within which issues were discussed by the strategic policy committee in developing the 1985 Strategic Directions. The outlooks should be read in that light and should not be construed as representing the opinion of the Ministry of Transportation and Communications.

# Main Outlooks Categories

## SOCIAL

This section examines some of the emerging trends in demographics, values, attitudes, and lifestyles in Canadian society projected over the next 15 years.

The birth rate of a nation is an important factor in determining the future size and shape of the population. In the early 1970's, Canada's birth rate fell below the long-term replacement level of 2.1 children per woman. By 1981, the rate had reached an all time low of 1.7. Ontario, Quebec, and Nova Scotia ranked below the national average. Given no significant increase in the birth rate and/or a higher level of immigration, the size of the Canadian population should begin to shrink by the end of the century, and Canada may well become a middle-aged nation by the year 2000.

The reduced population growth has been outpaced by the increased growth in the number of households. The declining birth rate and increase of single person households have reduced the size of the average household to fewer than three persons per unit. The trend is towards households with two wage earners and fewer children. These smaller family households will be more affluent and represent a new force in the consumer marketplace.

These significant demographic changes will continue to have impact upon existing social programs, labour markets, school systems, and consumption patterns. These demographic changes appear to be paralleled by new emerging social values and attitudes. The public is demonstrating a stronger belief in self-sufficiency and less reliance on large institutions. A "need to look after oneself" philosophy is developing. Greater participation in physical

fitness activities, the growth of an active underground economy, and the increased number of small business starts reflect these changing values.

At the same time, one segment of the population seems to be gaining recognition in its demand for assistance to meet special transportation needs. This group is the transportation disadvantaged, which includes the disabled (physically and mentally), elderly, and the poor.

Consumers are better educated and demanding more quality in goods and services. The public appears to be expecting more openness and accountability from all levels of government. People are perhaps becoming more pragmatic and willing to accept new and different ways of doing things. The proliferation of automatic banking machines and personal computers are examples of an acceptance of change.

Since the start of the 20th century, weekly working hours have been shrinking. Today, we work one-third the hours that our grandparents did, and work accounts for only one-quarter of our waking hours. With the increase of part-time work and shortened work weeks, there will likely be more discretionary time. The extra leisure time would be used for travel, continuing education, physical self-improvement, and participation in volunteer activities.

At the same time, significant changes are occurring in the work place. It is likely employees will continue to demand more input and control over their work. They will continue to believe that, by participating in the decision-making process, productivity and the "quality of working life" will improve. New information technologies may also reshape the traditional corporate structure. For

example, decision-making may well be further decentralized. Much of the work of middle managers will probably be replaced by computers.

In both the work place and home there is a narrowing of the gender gap. A greater percentage of women are attaining post-secondary education. More women will enter the labour force, especially in the managerial and professional job market that was once dominated by men. This trend also implies a greater sharing of home related activities.

In conclusion, the main theme emerging from this section can be represented by three key points. The first is a change in consumer attitudes which is creating an increased demand for individuality and quality. Next, there is a greater and different demand for goods and services by more and smaller households. Finally, changes in the work place will be typified by the narrowing of the gender gap and different work ethics.

#### INSTITUTIONAL

This section addresses the changing expectations among the public, business, and government; intergovernmental relationships; the labour movement; and the media.

Although the Canadian public may have developed a stronger belief in self-sufficiency and less reliance on large institutions, there remains a high expectation of government. The public is said to have less faith in government's ability to solve economic problems such as unemployment and inflation. However, there would appear to be strong support for government control over the quality of the environment. There also appears to be considerable public support for the maintenance of

existing social programs, although it has been reported that a majority of the public would accept reforms to the social safety net. More regulatory reform will likely be favoured if it is perceived that consumers will benefit and receive no reduction in services. Also, the general view has been expressed that there should be less governmental competition with the private sector.

The business community would appear to have similar expectations from the government. The consultative and cooperative style of the new federal administration is appreciated. Government is expected to provide an environment for business to plan and grow in by reducing the deficit, unemployment, inflation, and bureaucratic procedures. Small business is demanding changes to the existing business-related legislation which appears to be tailored to large corporations. Government is seen to be a facilitator and catalyst.

The business community also recognizes its share of responsibility to put the economy back on track. A number of industry associations have softened their position about restrictions on imports and special status. There appears to be general agreement to accept a new government/business partnership to facilitate economic recovery.

It is anticipated that intergovernmental relationships will improve in the new atmosphere of consultation and cooperation. There could well be continuing pressure to reduce the size of government, which will lead to a re-orientation of the priority for spending. If the necessary funding is not available, it is likely the existing transfer payment agreements between all levels of government will change.

On the labour front, the Canadian private sector union movement may well undergo a significant restructuring in the coming decade. The recent moves to separate the Canadian UAW and the international union may signal the beginning of a new era. The service sector, which is expected to have the greatest growth, could be under pressure to unionize. Workers in the private sector may be more likely to make concessions to secure jobs, as a result of international competition and technological change.

The media has a tremendous influence on public perception of current events. In the opinion of many journalists, the role of the media should be more than the loyal opposition - the traditional watchdog. They want the media to provide the public with pertinent facts to make intelligent decisions and to ask the right questions. The viewing and reading habits of the public appear to be changing. With the advance of technology, print (newspapers, books) seems to be losing ground to the electronic media (television, radio) in capturing audiences.

In summary, there will be changes in the expectations and relationships among various institutions. The relationship of the federal government with business and other levels of government is expected to improve. Government intervention in the economy will likely decrease. A cooperative relationship between labour and management will likely continue to evolve.

#### TECHNOLOGICAL

Instead of covering the many facets of technological change, three relevant areas were selected, namely: work place impacts; societal impacts; and information technology.

The rate of technological change is increasing exponentially. In view of the rate of innovation, it seems a time frame of five to ten years would be appropriate in examining emerging trends. The anticipation of benefits from new technology is constantly being tempered by fear of negative side effects. In the work place, new technology promises increased productivity and enhanced competitiveness. Unfortunately, it also creates fears of technological unemployment. The challenge will be to re-educate and retrain the existing work force and, at the same time, redefine work and future skills.

Ergonomic concerns may well become more important as the interface between machines and people increases. Health and safety issues related to automation should also increase in importance. Some organizations may well continue to take advantage of technological innovations to decentralize operations and decision-making, but it is forecast that the majority of workers will continue to work in the traditional office setting.

It has been suggested that the ultimate determinant of technological implementation is social acceptability. The proliferation of various information-age products reflects changing consumer behaviours. While consumer preference, pricing, value, and convenience are important factors, overall societal acceptance is a criteria that must be taken into consideration. Essentially, many of the obstacles to technological implementation can be identified as cultural or attitudinal. Concern has been expressed that technological change may not lead to an acceptable redistribution of income and leisure and that equitable distribution may have to be achieved through government programs.

As the products of technology become more compact and affordable, they will continue to affect many of our daily activities. In terms of a transportation and telecommunications trade-off, the trend will continue towards complementarity and not total substitution for physical movement of people.

Among all the technological innovations, the impact of information technology is paramount. It has been indicated that production and distribution of information will replace a significant portion of the traditional manufacturing sector. New wealth will be generated by the exchange and consumption of information. With the emergence of the wired society comes further expansion of the market for telecommunications technology.

The ease of access to information also raises the issues of intrusion of privacy, the possible counterfeiting of records, interception of messages, as well as general misuse of data. Although there is little evidence of widespread computer fraud, the potential of this occurring is recognized. In order to safeguard privacy and security, it may be necessary to introduce protection measures which may ultimately reduce system efficiency.

In summing up, it is apparent that the dilemma of technological progress versus technological unemployment will continue in the foreseeable future. Consequently, there may well be increased pressure from labour unions for technological agreements. Technological innovations offer the potential for decentralization and downsizing of an organization; however, the extent and pace at which this might occur may well depend upon prevailing corporate culture.

#### ECONOMIC

This section explores the perplexing economic environment expected to continue to evolve over the next 10 to 15 years. This section will focus on Canada/U.S. economic interdependence, the misery index, economic indicators, structural trends, and key economic issues.

The misery index, which is defined as the inflation rate plus unemployment rate minus growth of the Gross National Product (GNP), is one measure of the economic health of a nation. Over the past 20 years, the misery indices for Canada and the U.S. have been fluctuating together very closely - a strong indication of the economic interdependence between the two nations. Furthermore, if trade barriers and tariffs are relaxed, it is expected that both nations' economies will become more closely integrated and evolve toward a common market.

It is interesting to note that the three components of the Canadian misery index exhibited a different and extreme relationship after the mid 1970's. Inflation and unemployment rates increased together, while there was a negative growth in GNP; a situation quite different from the stability of the 1960's and early 1970's. This new phenomenon suggests that there are strong underlying forces that will influence long-term changes in the structure of the economy. These changes will have substantial effects on Canadian industries and the labour market.

Strong international competition will continue to exert pressure on the Canadian manufacturing sector. With the exception of the high technology area, it is expected that this sector's share of the GNP level will,

at best, retain its present level or decline. Canadian companies that are established leaders in high technology areas will probably survive and prosper. The service industry will be the main beneficiary of the information revolution and will continue to grow and become the dominant sector in the economy.

While the Canadian economy is undergoing significant structural changes, the growth of GNP will be between two to three per cent over the next decade. The inflation rate will likely remain stable at about five per cent. With anticipated slow growth and low inflation, there will be continued pressure to hold interest rates around 10 per cent. The Canadian unemployment rate in the next decade is expected to remain above 10 per cent; however, the unemployment rate for Ontario will, in all likelihood, run below the national average.

In the resource sector, the demand for resource materials will probably continue to decrease. The impact of high unemployment will be most severe in single, one-industry communities.

The restructuring of the Canadian economy has generated a number of key issues. Adoption of new technology will improve our competitiveness in the world market. However, the improved productivity will not narrow the gap with other countries in the near future. Small business, recognized as the major generator of employment in the future, may well receive increased support from the government. There could, as well, be greater government support of research and development in the private sector through tax incentives and establishment of technology centres. Canada could move towards freer trade with the United States and continue to develop foreign

market opportunities in less developed countries.

In the opinion of the experts, the economy in the next decade will be characterized by slow growth with massive restructuring. The transition to an information economy will see an increase in business profits, but the generation of new employment opportunities may well be minimal.

#### ENVIRONMENTAL

The major environmental issues and outlooks discussed in this section include: acid rain; climatic change; waste disposal; lead pollution; energy; and occupational health and safety. The effects of some issues may be apparent in the next five to ten years, while others, such as climatic change, may not be felt until well into the next century. The geographic focus will be on Canada, with particular reference to Ontario, recognizing many issues are international and global in nature.

Acid rain has become a premier environmental issue to the Canadian public, and pressure for government action is intensifying. The deterioration of lakes and forests could have adverse consequences in the forestry and tourism industries in Canada. A large scale attack on the problem may prove necessary and require full commitment from both Canada and the United States. A recent U.S. study confirming the relationship between production of sulphur dioxide, nitrogen oxide and the acidity of precipitation may expedite bilateral action in the early 1990's.

The steady increase of carbon dioxide in the atmosphere may intensify the global greenhouse effect. Doubling of the current carbon dioxide levels

could occur as early as the year 2050. The temperature increase associated with a doubling of the current level could range from +3°C to +4°C in southern Ontario and from +3°C to +5.5°C in northern Ontario.

A slight but significant decrease in the surface wetness combined with rising temperatures would increase forest damage due to fires and insect infestation. The possible lowering of the Great Lakes water levels by the middle of the next century through increased evaporation would seriously affect the seaway system. On a global scale, significant coastal damage would result from the melting of the polar ice caps. However, other studies have suggested that the global greenhouse effect could be counterbalanced by the continuing emission of volcanic dust and industrial pollution into the atmosphere.

The disposal of toxic, radioactive, and solid wastes may pose serious health hazards and threats to the environment. The quality of drinking water could possibly become the primary environmental concern in the next few years. In order to ensure safety, there could be imposition of more stringent regulations on the transportation and disposal of toxic and radioactive wastes. There could also be increased pressure on government to lead the way in recycling various types of wastes.

Emissions from leaded gasoline are the main source of lead pollution. Canada's standard for lead in gasoline is one of the highest of any of the industrialized nations. Oil companies claim that further reductions in lead content will cost jobs and increase fuel costs. Nevertheless, the concern for health related problems may lead to a total ban on the use of leaded fuels in North America.

Public concern on energy has subsided but not disappeared. World oil prices will likely rise slowly and outpace inflation after 1990. The trend to move away from the use of oil to natural gas and electricity will continue. Development of power generated by nuclear fission may come to a standstill by the late 1980's due to economics, safety concerns, and public attitudes toward this source.

The final environmental issue is related to occupational health and safety. Workers and unions will continue to press for increased disclosure of information on the risks of new materials in the work environment. The "sick building syndrome" may become a bargaining issue. The new federal government's position advocates less intervention. Therefore, in a slow economy, it is unlikely that legislation will be introduced which obligates public and private employers to implement costly new procedures.

In conclusion, the environmental issues highlight a dilemma that has to be addressed by the public, government, and business and that is the determination of a reasonable balance between a growing long-term environmental perspective and the short-term economic gain.

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*PART III*

*THE DIRECTIONS*  
1985



## Introduction

In this section, the 1985 strategic directions are presented in conjunction with the 13 issues to which they are addressed. The issues were identified through the position and prospect papers and the outlooks sessions in the latter part of 1984. The issues were presented for discussion and resolution at the strategy planning session in January 1985. The present directions flow from the decisions taken at this session. The concerns are divided into two broad categories: **management** issues involving matters internal to the ministry; and **corporate** issues of broad concern involving the ministry's products, policies, and external relations.

The first of the **management** directions is addressed toward planning an orderly expansion of the use of **information technology**. Secondly, achieving a more highly skilled management with a reinforced commitment to staff relations is addressed under **management development**. **Staff development and training** is addressed by directions aimed at preparing for the ministry's future staffing needs.

There are 10 areas within which **corporate** directions are given. **Economic growth** is fundamental to the well-being of the province, and MTC's technical expertise in many fields can be used to support industrial development. Strengthening the ministry's influence role vis-a-vis the federal government is dealt with under **federal/provincial relations**. Protecting the investment in Ontario's excellent transportation **infrastructure** is a major ongoing issue, fundamental to the future economic health of the province. The ministry's role with respect to **municipal transportation** is moving toward improved liaison and technical leadership. **Productivity improvement** is essential in the province's

transportation industries to support future economic growth. The ministry's broad **provincial transportation policy** is addressed with the intention of ensuring that disparate modal interests are more clearly examined. A comprehensive watching brief is directed toward **regulatory reform** developments in other jurisdictions. A more aggressive and comprehensive approach to highway safety improvement is directed in **safety coordination**. Concern for maintaining excellence in customer service is addressed under **service to the public**. And finally, the intention to clarify policy is indicated under **transportation for disadvantaged/disabled people**.

# **Management Issues**

## **INFORMATION TECHNOLOGY**

The rapid development of micro computers and other electronic information technology offers opportunities for the ministry to be more effective and efficient. To achieve these improvements without undesirable side effects, the use of information technology will be expanded by MTC where it can be shown to be effective in supporting broad ministry and government goals.

Information technology is to be assigned a support role within MTC. We will not allow automation to interfere with staff performance or human resource principles. The intent is to introduce new technology where it will assist MTC people to do their jobs better and to promote other corporate values, such as decentralization.

### ***The ministry will:***

- ESTABLISH BASIC PRINCIPLES AND DETERMINE THE EXTENT AND RATE AT WHICH THE EXPANDED USE OF INFORMATION TECHNOLOGY SHOULD BE IMPLEMENTED;
- EXAMINE THE IMPACTS ON THE MINISTRY'S ORGANIZATIONAL STRUCTURE; AND
- ENSURE THE COMPLETION OF PROGRAM POSITIONS ON FUTURE NEEDS RELATED TO INFORMATION TECHNOLOGY.

## **MANAGEMENT DEVELOPMENT**

MTC managers need a broad range of skills and knowledge because of the wide range of responsibility and multidisciplinary nature of an integrated transportation and communications ministry. Managers have to be knowledgeable of the relevant technologies and ministry and government management processes. To enhance

this knowledge, they should have broad field/head office experience.

Effective management is especially critical to maintain an experienced and effective work force. Managers must have good staff relation skills, and they need to have a clear understanding of the collective agreement and how it influences employee/management relations. With effective administration of the collective agreement, it can be expected that most employee/management issues can be resolved at a local level. The ministry's intention is to ensure the development of more effective management for the future.

### ***The ministry will:***

- ESTABLISH AND PROMOTE MANAGEMENT DEVELOPMENT EXPERIENCES CONSISTENT WITH MANAGEMENT ROLES AND LEVELS OF RESPONSIBILITY;
- IMPROVE METHODS OF STAFF EXCHANGE BETWEEN THE FIELD AND HEAD OFFICE AND BETWEEN MINISTRIES AND CENTRAL AGENCIES TO ENSURE MANAGERS HAVE A BROAD BASE OF EXPERIENCE; AND
- TRAIN SUPERVISORS, MANAGERS, AND EXECUTIVES IN MANAGEMENT/EMPLOYEE RELATIONS, IN PARTICULAR, THE EFFECTIVE ADMINISTRATION OF THE COLLECTIVE AGREEMENT AND THE PROMOTION OF POSITIVE EMPLOYEE RELATIONS.

## **STAFF DEVELOPMENT AND TRAINING**

The ministry's roles and functions are continually evolving, and this will influence future staffing needs. Work is underway to define the skills mix required by the ministry in the future. Staff training will continue to be a significant issue for the ministry, as well as the transportation and communications industries in general.

*In this dynamic environment, MTC needs to examine innovative approaches to staffing, training and career development. Ministry programs will have to continue to improve their staff planning. The maintenance of a skilled, dedicated and highly-motivated staff must be given the highest priority.*

***The ministry will:***

- ENSURE THE PROGRAM HUMAN RESOURCE COMMITTEES IDENTIFY FUTURE SKILL REQUIREMENTS AND STAFF NEEDS AND COMPLETE THE STAFF PLANNING WORK CURRENTLY UNDERWAY;***
- CONTINUE TO IMPROVE STAFF DEVELOPMENT AND TRAINING TO ACCOMMODATE ANTICIPATED FUTURE KNOWLEDGE, SKILL, AND ABILITY REQUIREMENTS; AND***
- BUILD APPROPRIATE STAFF TRAINING INTO THE PLANNING, DESIGN, AND IMPLEMENTATION OF TECHNOLOGICAL INNOVATIONS.***

# Corporate Issues

## ECONOMIC GROWTH

The ministry's contributions to the development of transportation and communications systems have significant indirect effects on the province's economic well-being and further growth. There are additional areas in which it is possible to have a more direct economic impact.

Finding ways to further the province's economic development remains a major issue for the ministry. Expertise in research and development and in technology transfer will continue to be a leading edge of the ministry's direct contribution to economic growth.

Extensive work is continuing in the communications industry sector, especially in technologies such as videotext and cable television, as well as in urban transit. Transportation and communications technologies have the ability to provide substantial growth opportunities in the future. It is the ministry's intention to take maximum advantage of these opportunities.

### **The ministry will:**

- DETERMINE THE POTENTIAL ECONOMIC OPPORTUNITIES IN THE ESTABLISHMENT OF A CENTRE FOR ADVANCED RAIL TECHNOLOGY;**
- INCREASE INFORMATION EXCHANGE WITH OTHER ONTARIO GOVERNMENT MINISTRIES, AGENCIES, AND PRIVATE INDUSTRY TO ENSURE ALL TRADE OPPORTUNITIES ARE EXPLOITED; AND**
- CONTINUE TO EMPHASIZE THE DEVELOPMENT OF STATE OF THE ART EXPERTISE IN MTC STAFF AND PROMOTE INDUSTRY EXPERTISE RELATED TO TRANSPORTATION AND COMMUNICATIONS TECHNOLOGY.**

## FEDERAL/PROVINCIAL RELATIONS

It is the ministry's mandate to be the provincial presence in transportation and communications. To achieve this mandate, the ministry develops policies in all areas that impact on provincial interests. It is MTC's responsibility to attempt to influence the federal government in areas that are under federal jurisdiction. To carry out this responsibility effectively, it is essential that MTC develops clear policy directions and that the required expertise and liaison effort be maintained.

The new federal government's expressed intention to improve cooperation in federal/provincial relations provides opportunities to improve the effectiveness of our representation. It is the ministry's intent to adopt a more vigorous approach in dealing with the federal government. To achieve this intent, it is necessary to recognize the changes in the federal government structure and deal with the new chief of staff positions in discussing policy matters.

### **The ministry will:**

- TAKE THE INITIATIVE IN PRESENTING ONTARIO'S POSITION RELATED TO ALL ASPECTS OF TRANSPORTATION AND COMMUNICATIONS THAT FALL UNDER FEDERAL JURISDICTION.**

## INFRASTRUCTURE

Ontario has in place a high quality and highly developed transportation infrastructure. This infrastructure represents a \$20 billion investment. If the infrastructure should be allowed to deteriorate because of inadequate funding for maintenance, very large future expenditures would be required to repair the

accelerating consequences. The protection of the province's existing investment requires that rehabilitation and maintenance be given the highest priority possible.

In addition, further investment of capital funds for selective expansion will contribute significantly to the province's economic growth. It is the ministry's intent to take all reasonable steps to protect the existing investment and to achieve the economic benefits to the province of judicious further investment.

**The ministry will:**

- **EMPHASIZE AND REINFORCE THE IMPORTANCE OF MAINTENANCE AND REHABILITATION OF THE PROVINCIAL TRANSPORTATION INFRASTRUCTURE;**
- **TAKE STEPS TO INFLUENCE THE GOVERNMENT WITH RESPECT TO THE BENEFITS OF CAREFULLY PLANNED CAPITAL INVESTMENT IN THE TRANSPORTATION INFRASTRUCTURE; AND**
- **EMPHASIZE THE NEED FOR CONTINUING INVESTMENT IN THE MUNICIPAL TRANSPORTATION INFRASTRUCTURE.**

**MUNICIPAL TRANSPORTATION**

Municipal road and transit authorities have traditionally looked to MTC for technical advice and support. This relationship has assisted municipalities in dealing with issues related to design, materials, construction, and traffic operations.

Increased complexity requires more specialist services to municipalities to assist in productivity improvement, traffic management, computer communications, and pavement and structure maintenance.

***The ministry will:***

- **REVIEW THE MINISTRY'S WORKING RELATIONSHIPS WITH MUNICIPALITIES AND EXAMINE HEAD OFFICE, REGIONAL, AND DISTRICT TECHNICAL ADVISORY ROLES; AND**
- **ENSURE APPROPRIATE SHARING OF EXPERTISE AND ADVICE.**

**PRODUCTIVITY IMPROVEMENT**

The ministry's strong emphasis on productivity improvement is necessary because of several factors. Maintaining service and quality in the face of continuing financial constraints will require greater efficiency in the ministry's own operations. Maintaining service in municipalities will require improved productivity in municipal transportation. Ontario industry demands greater productivity of the transportation sector so that transportation costs can be reduced and our industries can become more competitive in international markets.

MTC staff have made important contributions to productivity improvements over the last few years. These efforts have been effective, not only within MTC, but they have also served as a model for municipalities. The ministry intends to continue to pursue the economic benefits of improved productivity.

***The ministry will:***

- **MAINTAIN THE PRESENT COMMITMENT TO PRODUCTIVITY IMPROVEMENT, DIRECTED BOTH TO INTERNAL EFFICIENCY AND THE PRODUCTIVITY OF THE PROVINCE'S TRANSPORTATION SYSTEMS.**

### **PROVINCIAL TRANSPORTATION POLICY**

The ministry has the responsibility of ensuring choice among transportation modes and maintaining a balanced provincial transportation system. The transportation system is complex and varied, with competition between transportation modes.

The ministry must maintain a clear understanding of the interests of the various modes and the impacts of decisions affecting them. It must also provide a forum for the airing of possible conflicts. It is intended the ministry's modal offices act as strong advocates for their particular mode and that this advocacy not be constrained by cross impact considerations.

Where there are conflicting interests between modes, the cross impacts are to be analyzed and presented by the policy planning branch. The ministry intends to ensure policy decisions are made in the light of full information.

#### ***The ministry will:***

- ENSURE MODAL INTERESTS ARE CLEARLY ESTABLISHED AND STRONGLY REPRESENTED AND, IN THE EVENT OF CONFLICT, ANALYSIS OF THE CROSS IMPACTS ARE PRESENTED TO THE STRATEGIC POLICY COMMITTEE BEFORE DECISIONS ARE TAKEN.**

### **REGULATORY REFORM**

Government's commitment to regulatory reform recognizes the social and economic impacts of regulation and the need to manage these impacts. Regulatory reform has involved many changes in the way governments do business, including increased consultation, reduced paper burden, program evaluation, regulatory budgets,

sunset laws, and economic deregulation. The last of these "reforms" has been so contentious that it has overshadowed the public profile of the other, less controversial aspects of regulatory reform.

Because of its fundamental importance, and because of the oversimplified and polarized atmosphere surrounding it, regulatory reform will likely be an important issue for many years. To improve our understanding and assist in the development of future directions related to regulatory reform, it will be important to monitor and analyze the experiences in other jurisdictions.

#### ***The ministry will:***

- MONITOR INFORMATION ON THE IMPACT OF REGULATORY REFORM IN ALL MODES IN OTHER JURISDICTIONS AND ASSESS THE POSSIBLE IMPACTS OF SIMILAR ACTION IN ONTARIO.**

### **SAFETY COORDINATION**

Motor vehicle accidents are near the top of the list of causes of death and disabling injuries. This is a major problem for the provincial economy and for the health and well-being of Ontario residents. It is a very complex problem, with wide technological and social ramifications. Many government programs are brought to bear on the problem, but the minister of transportation and communications is the principal government spokesman on highway safety.

The assistant deputy minister, safety and regulation, is the province's highway safety coordinator. This role gives MTC the main responsibility for ensuring progress in reducing the impact of the traffic accidents. Other MTC programs will

continue to play major roles in highway safety, and further efforts can be made to ensure that these are well coordinated. The ministry intends to find ways to discharge the safety coordination responsibility more effectively.

***The ministry will:***

- **MORE CLEARLY DEFINE THE ROLE OF THE HIGHWAY SAFETY COORDINATOR;**
- **ESTABLISH A PLANNED AND COORDINATED APPROACH TO THE IMPROVEMENT OF SAFETY ON ONTARIO HIGHWAYS;**
- **REACTIVATE THE INTERMINISTERIAL HIGHWAY SAFETY PLANNING GROUP;**
- **REASSESS AND BROADEN THE FOCUS OF THE HIGHWAY SAFETY PLAN FOR THE EIGHTIES;**
- **DEVELOP MECHANISMS TO FACILITATE COORDINATION OF MINISTRY SAFETY ACTIVITIES AND ENSURE PARTICIPATION OF ALL "STAKEHOLDERS";**
- **DEVELOP JOINT STRATEGIES AND FUNDING PRIORITIES FOR SAFETY EDUCATION EFFORTS; AND**
- **DEVELOP STRATEGIES FOR STRONGER ENCOURAGEMENT OF PRIVATE SECTOR DELIVERY OF SAFETY INFORMATION/PROMOTION.**

**SERVICE TO THE PUBLIC**

The ministry provides a number of direct, over-the-counter customer services to the public, primarily in the driver and vehicle areas. The number of services offered will increase as new on-line services, such as driver's photo-on-licence, are introduced.

At the same time, the levels of customer service available to the

public are limited by financial constraints. This "squeeze" suggests that the adequacy of customer service may become an even more important issue in the future.

***The ministry will:***

- **CONTINUE TO PROMOTE GOOD PUBLIC SERVICE; AND**
- **MINIMIZE INCONVENIENCE TO THE PUBLIC WHEREVER POSSIBLE.**

**TRANSPORTATION FOR DISADVANTAGED/ DISABLED PEOPLE**

The ministry provides subsidy to allow municipal transit systems to offer special services for disabled persons. These services have grown rapidly and will likely continue to grow as the demographic profile of Ontario changes. There are external pressures to expand transportation services for disabled people to a more broadly defined disadvantaged population.

There is a need to clarify MTC's responsibilities vis-a-vis the social policy field, and the ministry intends to ensure a clear policy in this area.

***The ministry will:***

- **INITIATE DISCUSSION WITH THE SOCIAL POLICY FIELD SECRETARIAT STAFF WITH REGARD TO GOVERNMENT OBJECTIVES FOR TRANSPORTATION FOR DISABLED PEOPLE AND DISADVANTAGED GROUPS.**



## *APPENDIX*

### *LAST YEAR'S DIRECTIONS*

## LAST YEAR'S DIRECTIONS

<u>THEMES/ ISSUES</u>	<u>ACTIONS</u>
<u>Economic Growth</u>	<ul style="list-style-type: none"><li>• foreign trade</li><li>• industry support</li><li>• technology</li><li>• tourism</li><li>• energy</li></ul> <ul style="list-style-type: none"><li>• transportation industry office</li><li>• initiated computerized goods transportation system</li><li>• extensive external liaison/support</li><li>• development/demonstration projects</li><li>• regulatory reforms (e.g. TRRIP, transborder trucking, charter bus)</li><li>• communications industry offshore</li><li>• major review of tourism signing</li><li>• TEMP activities continued</li></ul>
<u>The Infrastructure</u>	<ul style="list-style-type: none"><li>• define/support rehabilitation</li><li>• privatization</li><li>• reduced municipal funding</li><li>• rational urban systems consensus</li><li>• enhance effectiveness of municipal transit programs</li></ul> <ul style="list-style-type: none"><li>• rehabilitation emphasis</li><li>• privatization guidelines</li><li>• reduced funding - options/impacts/progress on base funding</li><li>• working to establish consensus</li><li>• transit productivity initiatives</li></ul>
<u>Societal Change</u>	<ul style="list-style-type: none"><li>• examination</li><li>• impacts on MTC</li><li>• review choice/accessibility</li></ul> <ul style="list-style-type: none"><li>• interprogram working group</li><li>• program aging/handicapped input</li><li>• analysis of choice objectives</li></ul>
<u>Communicating with MTC's Publics</u>	<ul style="list-style-type: none"><li>• maintain MTC priority on government agenda</li><li>• emphasize service to the public</li><li>• representation at federal level</li></ul> <ul style="list-style-type: none"><li>• marketing task force</li><li>• contact with central agencies</li><li>• customer service working group</li><li>• commuter rail legislation</li></ul>
<u>Safety</u>	<ul style="list-style-type: none"><li>• internal coordination</li><li>• driver control/improvement</li><li>• drinking and driving</li><li>• emergency planning</li></ul> <ul style="list-style-type: none"><li>• accident data system review</li><li>• highway safety issues/objectives</li><li>• driver improvement committee</li><li>• role with Attorney General</li><li>• emergency planning responsibilities</li></ul>
<u>Management of Ministry Resources</u>	<ul style="list-style-type: none"><li>• staff imbalances</li><li>• quality of management information</li><li>• information technology</li></ul> <ul style="list-style-type: none"><li>• surplus staff/human resource plans</li><li>• management information systems review</li><li>• information technology strategic planning initiatives</li></ul>

The chart on the opposite page provides a very brief overview of last year's themes and related issues, plus actions initiated during the year to respond to the strategic issues. Even though the chart provides only a bare bones overview, it does demonstrate extensive linkage between issues and actions.

Many of last year's actions have become continuing activities, the importance of which does not have to be highlighted in this year's Strategic Directions. Examples include the transportation energy management program (TEMP) which has been effective in marketing energy conservation/substitution and researching alternative transportation fuels, and the ministry's research and development activities which provide underpinning to a broad range of continuing and new ministry initiatives. An issue/action set not listed on the chart is the role of the automobile and the work of the automobile task force. Their report has been received by the strategic policy committee, and various programs are addressing specific recommendations.

The 1984 Strategic Directions also gave direction for the formation of a marketing task force charged with examining MTC's interactions with central agencies and other ministries, client groups, and the general public. The work of the task force was reviewed at the January 1985 SPC strategy planning session. It is not possible to include specific outcomes in this year's Strategic Directions, but further work and implementation will be proceeding during 1985.





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